



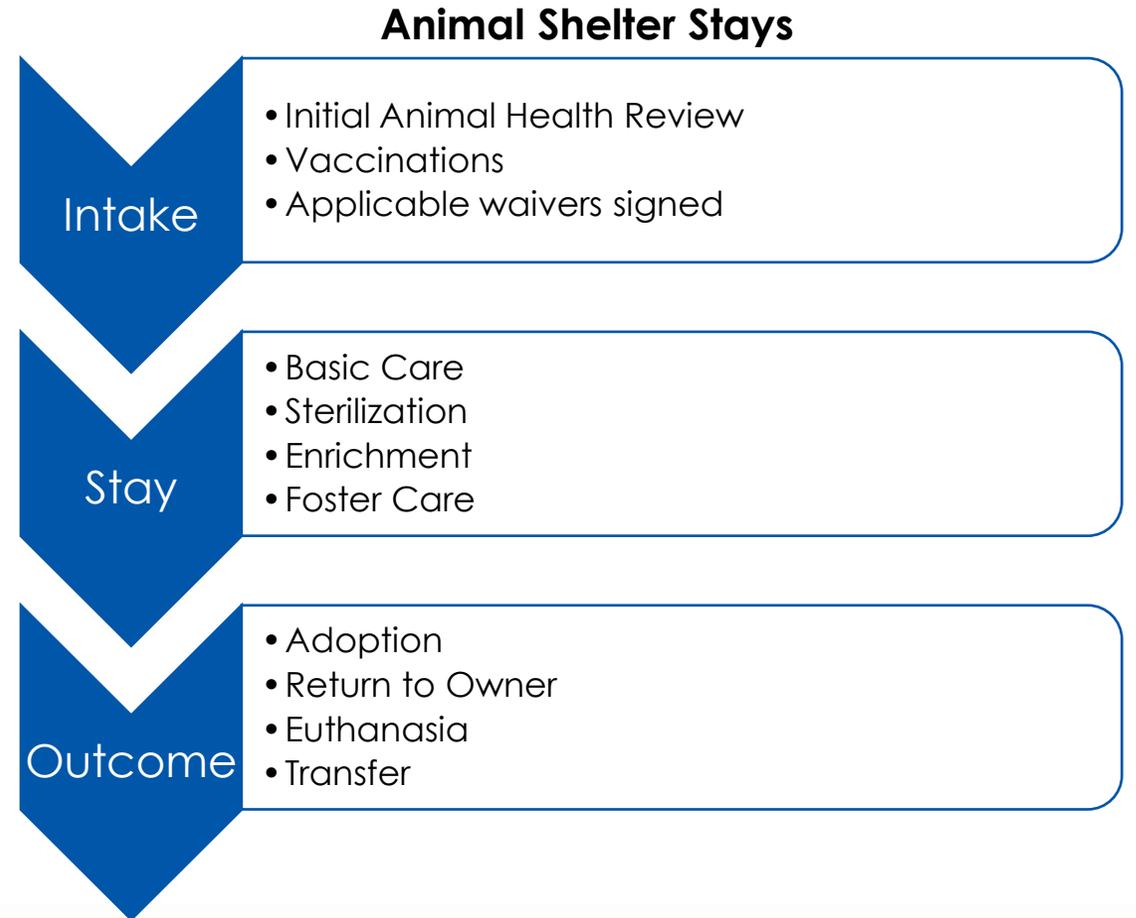
Audit of Animal Services

Madison Rorschach
City Auditor
City Auditor's Office
January 7, 2025



Purpose of the Audit

- Audit evaluated the City's animal services, including animal care activities, officer response, asset management, and fee accuracy and appropriateness.
- The City of Denton's animal shelter can house about 280 animals daily.



Limited Staffing Reduces Ability to Ensure Consistent Care

- Generally, Animal Services does not have enough staff dedicated to animal care; instead, other staff must assist in these activities to ensure they are completed timely.
 - Industry standards suggest Dentons should always have eight staff dedicated to animal care. Currently, 11.5 staff are dedicated to animal care, but must also assist front desk staff with adoptions.
- Animals are fed daily and have access to fresh water, but verification of completed daily tasks and behavioral tracking was limited.
 - Standard operating procedures for these tasks, except recording behavior, exist but some discrepancies should be resolved.

Improved Drug Control & Updates to Current Medical Care Contract Could Improve Process

- Standard animal vaccinations are appropriate, but documentation of administration is inconsistent.
- Veterinary services provider responds to services requests timely; some contract expectations not verifiable.
 - Not all intakes performed by contractor as expected.
 - Accuracy of some costs are not being verified.

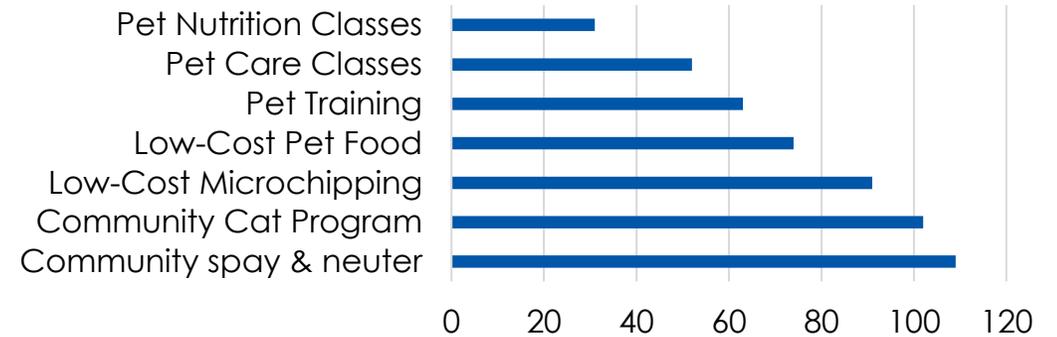
Percent of Required Vaccines Documented

Vaccine/Med	Kittens	Cats	Puppies	Dogs
FVRCP/HCPCH	87%	77%	NA	NA
DAPPv	NA	NA	100%	94%
Dewormer 1	55%	82%	36%	97%
Dewormer 2	90%	NA	73%	NA
Heartworm	NA	NA	100%	91%
Flea/Tick	94%	82%	100%	7%
Bordatella	NA	NA	100%	91%
Ponazuril	3%	NA	0%	NA
Boosters	61%	75%	50%	56%

Live Release Rate is High; Improved Outreach & Doc. Of Behavior Could Improve Adopter Experiences

- Shelter's live release rate is 83%.
- Doc. that animals returned to their owner are vaccinated and appropriate could be improved.
- Adoption requirements generally documented.
 - Behavioral information not currently shared.

Pet Care Program Priority



- Access to low-cost sterilization and microchipping currently informal.
- Shelter business hours may hinder some individuals success.

Completed Euthanasia Appear Humane; Improvements to Training Doc. & Verification Needed

- Euthanasia SOP addresses all State requirements and some best practices. Not all requirements documented.
 - Most animals euthanized during the hold period were clearly allowed.
- Three of 19 employees who completed euthanasia did not have readily available training certificates or training was not current.
- The euthanasia drug is appropriately controlled but doc. could be improved. Pre-euthanasia drug is not consistently recorded.

Euthanasia Documentation Review

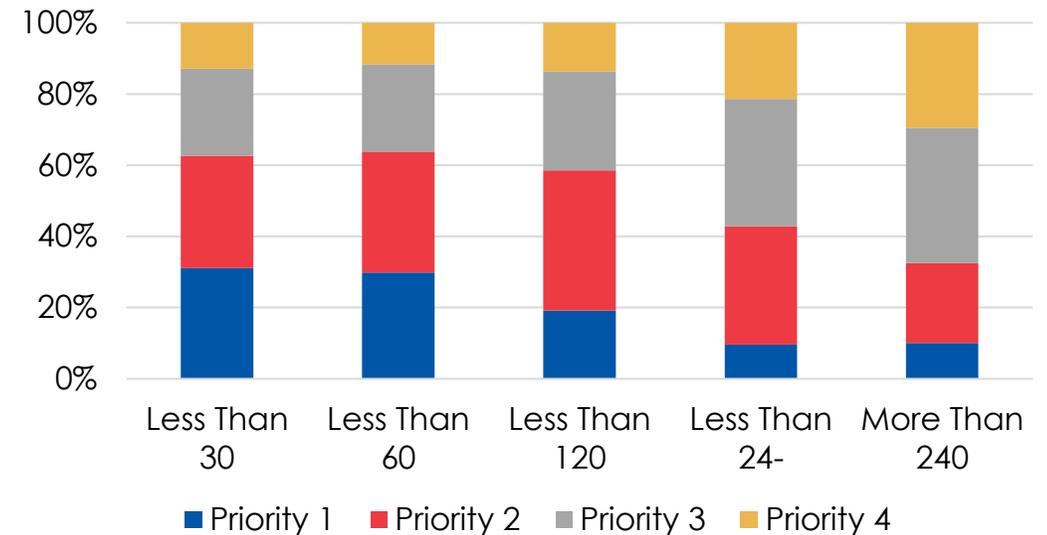
Requirement	% Appropriate
Authorizer Doc. In Sys.	58%
Two Staff Completed	42%
Reasoning Clearly Doc.	13%
Full Dosage of Drug	97%
Microchip Doc. In Sys.	6%
Weight Doc. In Sys.	42%
Kennel Card on Body Bag	0%



Lack of Comprehensive & Updated Guidance Hinders Consistency of Field Operations

- Field operations training meets State requirements; training certificate retention could be improved.
- Process for entering calls for service is informal and spread out over several functions, potentially delaying response times.
 - Priority 1 calls generally receive a faster response time than other calls.
- The Department has some SOPs that provide expectations for major field operations including home quarantines.
 - Understaffing has impacted ability to check on home quarantines.

Call Clearance Frequency Chart



Access to Animal Shelter Assets Should be More Formally Controlled

Animal Mgmt. System

- Access to the system is generally appropriate.
- More formal documentation of security groups would ensure consistency.

Shelter Facility

- Shelter facilities meet State requirements.
- Physical access to the shelter could be more formally managed.
- Continuity of Operations Plan exists, but could be more useful.

Vehicles

- Animal Services vehicles have appropriate animal care equipment and can be tracked.
- Vehicles are not periodically inspected and keys are loosely managed.

Animal Services Fees Have Become Outdated; Lack of Clear Guidance Has Resulted in Inconsistent Charges

- Current animal services fees were adopted in 2013 and are outdated.
 - About \$2,000 in unauthorized revenue was collected.
- Discounts for adoptions are offered, but lack of clearly documented programs and approval may increase inconsistency.
- Owner reclaim fees are not charged consistently.
 - Discounts are appropriate but should be clearly authorized by Council.
- Comprehensive fee information should be more clearly available.

Adoption Fee Review Summary

Type	Trans.	Rev.
Std. Adoption	50	\$3,000
Subsidized Adoption	30	\$1,200
Special Adoption	11	\$200
Barn Cat	6	\$0
Other	3	\$30

Impoundment Fee Review Summary

Accuracy Category	Trans.	Rev.
Charged Accurately	3	\$104
Impound Fee Accurate	47	\$1,263
Both Fees Inaccurate	5	\$262
No Fee Charged	30	\$0



Management Response Summary

Rec.	Recommendations*	Response	Implementation Actions*
1	Assess staffing and organization structure.	Agree	Added new positions; will reassess in FY26
2, 5	Track critical care tasks.	Agree	Creating accountability process; Built daily care tracking system.
3, 4, 6, 7, 13, 14, 15, 17, 18, 20, 21, 23, 24, 30, 31	Implement, update, and align several SOPs for animal care, placing strays in homes, euthanasia, and officer expectations.	67% Agree, 33% Partially Agree	Developing, have developed, or recently updated SOPs.
8, 9	Improve veterinary services contract management.	Agree	Working with Purchasing; exploring options to formalize drug inventory tracking.
10, 12, 22, 32, 33, 34	Improve communication with the public and fee management.	83% Agree, 17% Partially Agree	Assessing staffing levels to expand hours as soon as possible; new fee schedule will be presented in FY25 Q2; cross-functional teams created to facilitate communication.
11, 16	Consider new programs.	Partially Agree, Agree	Assessing program funding and logistics.
19	Formalize training tracking.	Agree	Formalizing-position specific training requirements and tracking.
25, 26, 27, 28, 29	Formalize asset access criteria and improve facility management.	80% Agree, 20% Partially Agree	Developing access criteria and document repository; exploring camera options.



*Detailed recommendations and implementation actions can be seen in the full audit report.

Questions?

Madison Rorschach

City Auditor

City Auditor's Office

